



# Los Angeles County AUDIT COMMITTEE

Genie Chough, Chair  
3rd District  
Dorinne Jordan, Vice-Chair  
2nd District  
Louisa Ollague  
1st District  
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4th District  
Lori Glasgow  
5th District

## ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

September 18, 2012

18 September 18, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

Dear Supervisors:

### **SUNSET REVIEW FOR THE LOS ANGELES COUNTY QUALITY AND PRODUCTIVITY COMMISSION (ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

#### **SUBJECT**

Request to extend the sunset review date for the Los Angeles County Quality and Productivity Commission (Commission) to December 31, 2016.

#### **IT IS RECOMMENDED THAT THE BOARD:**

Approve the introduction of an ordinance extending the Quality and Productivity Commission's sunset review date to December 31, 2016.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

At its meeting held August 16, 2012, the Los Angeles County Audit Committee considered and approved the attached recommendations of the Auditor-Controller.

The Commission was established in 1981 by the Board of Supervisors (Board) to provide advice, information and recommendations relating to productivity and quality of service in the County to County officials, department heads and managers. The Commission works in conjunction with County management, including productivity managers in the evaluation of alternative systems, organization and service delivery models and facilitates transfers of technologies from the private and public sectors among County Departments.

During this review period, the Commission noted the following accomplishments:

- Visited an average of 15 departments a year to assess and encourage quality and productivity improvements and programs. The departments reported an average of \$252 million in estimated annual benefits; \$135 million in cost avoidance, \$60 million in cost savings, and \$57 million in revenue from quality and productivity programs.
- Studied solutions for detecting and responding to forest and brush fires, and made four recommendations to improve early detection, rapid all weather 24-hour response, and suppression of wild land fires.
- Awarded \$6.5 million in grants/loans through the Productivity Investment Fund (PIF) Program to 38 departmental programs to increase productivity and improve public services. The Commission also shared the results of the programs with other County departments through seminars and publications.
- Funded the Enterprise Master Person Index (EMPI) submitted by the Departments of Health Services, Mental Health, and Children and Family Services. EMPI is an information-sharing database that identifies individual County residents who receive services from all three departments. The EMPI helps prevent duplication of services, links data on clients with critical needs, and makes it easier for recipients to locate County resources. EMPI will be used as a model for future inter-departmental programs involving the Auditor-Controller, County Counsel, and the CEO.

### **FISCAL IMPACT/FINANCING**

Commissioners have the option to receive a \$50 stipend for attending each Commission, Committee, and Subcommittee meeting, and other approved activities on behalf of the Commission.

Commissioner compensation may not exceed \$2,400 annually. During this evaluation period, one commissioner declined compensation. The Commission's cost for Fiscal Years 2009-10 and 2010-11 were \$543,470 and \$529,163, respectively. These costs are comprised of salaries, employee benefits for the three support staff, and services and supplies.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Commission consists of 17 members; one appointed by each Supervisor, ten are recommended jointly by the CEO and the Commission Chairperson, and two ex-officio members. The two ex-officio members are appointees from the County Federation of Labor and the Coalition of Los Angeles County Unions. The CEO also designates a County manager to attend Commission meetings.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

For the next evaluation period, the Commission's objectives are to:

- Foster productivity and quality improvement through continued department visits.
- Maintain funding for the Commission's PIF Program to continue to offer loans and grants to County departments for projects designed to improve services.
- Develop formal written procedures for loan repayments, to ensure that PIF loans are repaid, and interest is properly applied to the fund balance.

- Increase the PIF funds available for quality and productivity projects by investigating the possibility of receiving funds from non-County sources and create policies and procedures to pursue and receive non-County funds.
- Design an online e-learning course for department productivity managers to explain their duties and responsibilities, and create a skills matrix that new managers can use to become leaders in quality and productivity improvement.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'GC', with a long horizontal flourish extending to the right.

GENIE CHOUGH

Chair

GC:ld

Enclosures

- c: Executive Officer of the Board of Supervisors  
Auditor-Controller  
County Counsel  
Chief Executive Officer  
Chair, Quality and Productivity Commission  
Executive Director, Quality and Productivity  
Commission  
Chief, Commission Services



**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 525  
LOS ANGELES, CALIFORNIA 90012-3873  
PHONE: (213) 974-8301 FAX: (213) 626-5427

WENDY L. WATANABE  
AUDITOR-CONTROLLER

JUDI E. THOMAS  
CHIEF DEPUTY

ASST. AUDITOR-CONTROLLERS

ROBERT A. DAVIS  
JOHN NAIMO  
JAMES L. SCHNEIDERMAN

August 2, 2012

TO: Audit Committee

FROM: Wendy L. Watanabe *Wendy L. Watanabe*  
Auditor-Controller *by [signature]*

SUBJECT: **SUNSET REVIEW FOR THE LOS ANGELES COUNTY QUALITY AND  
PRODUCTIVITY COMMISSION**

**RECOMMENDATION**

The Audit Committee recommend to the Board of Supervisors (Board) to extend the Los Angeles County Quality and Productivity Commission's (QPC or Commission) sunset review date to December 31, 2016.

**BACKGROUND**

The Board established and has continued the Commission pursuant to Los Angeles County Code Chapter 3.51. The Board approved the most recent sunset review date extension in May 2007.

The QPC provides advice, assistance, and support to the Board, the Chief Executive Office (CEO), and other County departments to promote the effectiveness, efficiency, and quality of County public services.

The Commission has 17 members; ten members are recommended jointly by the CEO and the Commission Chairperson, and are approved by the Board; and one member is appointed by each of the Supervisors. There are also two ex-officio members: an appointee from the County Federation of Labor, and an appointee from the Coalition of Los Angeles County Unions. The CEO also designates a County manager to attend QPC meetings.

Members are appointed, as much as possible, based on special knowledge of productivity or related techniques, and serve for three years, or until a qualified successor is appointed.



The Commission is required to meet at least eight times per year. The QPC met 34 times from January 2008 and December 2011 (approximately eight times a year), with an average attendance of 13 (78%) members. Each commissioner has the option to receive a \$50 stipend for attending each Commission, Committee, and Subcommittee meeting, and other approved activities on behalf of the Commission. Commissioner compensation may not exceed \$2,400 annually. One commissioner declined compensation during this evaluation period.

The Commission's costs for Fiscal Years (FY) 2009-10 and 2010-11 were \$543,470 and \$529,163, respectively. These costs are primarily salaries and employee benefits for the Commission's three support staff (\$450,743 in FY 2009-10 and \$447,527 in FY 2010-11), and services and supplies.

### **JUSTIFICATION**

During this review period, the Commission's accomplishments included the following:

- Visited an average of 15 departments a year to assess and encourage quality and productivity improvements and programs. The departments reported an average of \$252 million in estimated annual benefits; \$135 million in cost avoidance, \$60 million in cost savings, and \$57 million in revenue from quality and productivity programs.
- Studied solutions for detecting and responding to forest and brush fires, and made four recommendations to improve early detection, rapid all weather 24-hour response, and suppression of wild land fires.
- Awarded \$6.5 million in grants/loans through the Productivity Investment Fund (PIF) Program to 38 departmental programs to increase productivity and improve public services. The Commission also shared the results of the programs with other County departments through seminars and publications.
- Funded the Enterprise Master Person Index (EMPI) submitted by the Departments of Health Services, Mental Health, and Children and Family Services. EMPI is an information-sharing database that identifies individual County residents who receive services from all three departments. The EMPI helps prevent duplication of services, links data on clients with critical needs, and makes it easier for recipients to locate County resources. EMPI will be used as a model for future inter-departmental programs involving the Auditor-Controller, County Counsel, and the CEO.

The Commission's objectives for the next review period are to:

- Foster productivity and quality improvement through continued department visits.

- Maintain funding for the Commission's PIF Program to continue to offer loans and grants to County departments for projects designed to improve services.
- Develop formal written procedures for loan repayments, to ensure that PIF loans are repaid, and interest is properly applied to the fund balance.
- Increase the PIF funds available for quality and productivity projects by investigating the possibility of receiving funds from non-County sources, and create policies and procedures to pursue and receive non-County funds.
- Design an online e-learning course for department productivity managers to explain their duties and responsibilities, and create a skills matrix that new managers can use to become leaders in quality and productivity improvement.

Please call me if you have any questions, or your staff may contact Robert Campbell at (213) 253-0101.

WLW:JLS:RGC:MMW

Attachment

c: William A. Sullivan, Esq., Chair, Quality and Productivity Commission  
Victoria Pipkin-Lane, Executive Director, Quality and Productivity Commission  
Lorayne Lingat, Deputy Executive Officer, Board Operations  
Angie Johnson, Chief, Commission Services

**COMMISSION SUNSET REVIEW**  
**LOS ANGELES COUNTY QUALITY AND PRODUCTIVITY COMMISSION**  
**REVIEW COMMENTS**

**Mission.** (Does the mission statement agree with the Board of Supervisors' purpose and expectations?)

The stated mission is as set forth in the ordinance establishing the Commission.  
**CONCUR**

**Section 1. Relevance.** (Is the mission still relevant and in agreement with the Board of Supervisors' purpose and expectations?)

The Commission's programs and recommendations improve the quality and productivity of services provided by County departments and employees, and result in cost savings and cost avoidance.

The Commission's mission appears to be **RELEVANT**.

**Section 2. Meetings and Attendance.** (Are required meetings held and is attendance satisfactory?)

The Commission is required to meet a minimum of eight times per year. The QPC met 34 times from January 2008 and December 2011 (approximately eight times a year), with an average attendance of 13 (78%) members.

The Commission's meeting frequency and attendance is **SATISFACTORY**.

**Sections 3 and 4. Accomplishments and Results.** (Are listed accomplishments and results significant?)

During this review period, the Commission's accomplishments included the following:

- Visited an average of 15 departments per year to assess and encourage quality and productivity improvements and programs. The departments reported an average of \$252 million in estimated annual benefits; \$135 million in cost avoidance, \$60 million in cost savings, and \$57 million in revenue from quality and productivity programs.
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- Funded the Enterprise Master Person Index (EMPI) submitted by the Departments of Health Services, Mental Health, and Children and Family Services. EMPI is an information-sharing database that identifies County residents who receive services from all three departments. The EMPI helps prevent duplication of services, links data on clients with critical needs, and makes it easier for recipients to locate County resources. EMPI will be used as a model for future inter-departmental programs involving the Auditor-Controller, County Counsel, and the CEO.

The Commission's accomplishments and results are **SIGNIFICANT**.

**Section 5. Objectives.** (Are the objectives compatible with the mission and goals and relevant within the current County environment?)

The Commission's objectives for the next review period are to:

- Foster productivity and quality improvement through continued department visits.
- Maintain funding for the Commission's PIF Program to continue to offer loans and grants to County departments for projects designed to improve services.
- Develop formal written procedures for loan repayments, to ensure that PIF loans are repaid, and interest is properly applied to the fund balance.
- Increase the PIF funds available for quality and productivity projects by investigating the possibility of receiving funds from non-County sources, and create policies and procedures to pursue and receive the non-County funds.
- Design an online e-learning course for department productivity managers to explain their duties and responsibilities, and create a skills matrix that new managers can use to become leaders in quality and productivity improvement.

The Commission's future objectives appear **RELEVANT**.

**Section 6. Resources.** (Are the resources utilized by the entity in support of the entity's activities warranted in terms of the accomplishments and results?)

The Commission's reported costs for Fiscal Years (FY) 2009-10 and 2010-11 were \$543,470 and \$529,163, respectively. This consisted primarily of salaries and employee benefits for the Commission's three staff support (\$450,743 in FY 2009-10, and \$447,537 in FY 2010-11), and services and supplies.

The Commission's expenses appear to be **WARRANTED**.



**Section 7. Recommendation.**

**EXTEND THE SUNSET REVIEW DATE FOR THE LOS ANGELES COUNTY  
QUALITY AND PRODUCTIVITY COMMISSION TO December 31, 2016.**



COUNTY OF LOS ANGELES  
OFFICE OF THE COUNTY COUNSEL

648 KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET  
LOS ANGELES, CALIFORNIA 90012-2713

JOHN F. KRATTLI  
County Counsel

September 10, 2012

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(213) 974-0807  
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TDD  
(213) 633-0901

Lupe Duron  
Head Board Specialist  
Board of Supervisors  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

**Re: Extension of the Sunset Review Date for the Quality and  
Productivity Commission**

Dear Ms. Duron:

Pursuant to your request, enclosed is the proposed ordinance amending Title 3, Chapter 3.51 of the Los Angeles County Code relating to the Quality and Productivity Commission. This amendment extends the Sunset Review Date to December 31, 2016.

Very truly yours,

JOHN F. KRATTLI  
County Counsel

By

*Richard G. Gargado*  
RICHARD GIRGADO  
Deputy County Counsel  
Government Services Division

APPROVED AND RELEASED:

*Richard D. Weiss*  
RICHARD D. WEISS  
Acting Chief Deputy

RG:htb

Enclosures

HOA.914457.1

## ANALYSIS

This ordinance amends Title 3 - Advisory Commissions and Committees of the Los Angeles County Code, by amending Chapter 3.51, which provides for the creation of the Quality and Productivity Commission. This amendment extends the sunset review date to December 31, 2016.

JOHN F. KRATTLI  
County Counsel

By



RICHARD GIRGADO  
Deputy County Counsel  
Government Services Division

RG:htb

[Requested 09/04/12]

[Revised 09/10/12]



**ORDINANCE NO. \_\_\_\_\_**

An ordinance amending Title 3 – Advisory Commissions and Committees of the Los Angeles County Code, relating to the Quality and Productivity Commission.

**SECTION 1.** Section 3.51.120 is hereby amended to read as follows:

**3.51.120 Sunset review date.**

This chapter ~~shall remain~~ in effect only until and its sunset review date shall be December 31, 2016, ~~and as of that date is repealed, unless a later enacted ordinance deletes or extends that date.~~

[351120RGCC]